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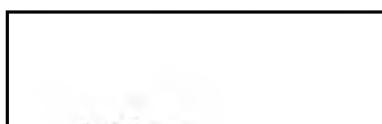
30 January 1952

MEMORANDUM FOR THE CHAIRMAN, CIA CAREER SERVICE COMMITTEE

**SUBJECT:** Report of the Working Group on Rotation

1. We transmit herewith the report of your Working Group on Rotation in accordance with the directive of the Career Service Committee dated 15 October, as amended and supplemented by subsequent actions.
2. The Working Group believes that its recommendations can be implemented immediately and concurrently with or independently of such recommendations as the Committee may adopt as a result of the proposals of the other working groups. We would point out, however, that a piecemeal presentation of various aspects of the overall career service program would fail to make the impact on CIA personnel which an omnibus presentation could achieve.
3. This Group stands ready to elaborate any aspects of the program outlined here generally.

FOR THE WORKING GROUP ON ROTATION:



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CENTRAL INTELLIGENCE AGENCY  
CAREER SERVICE COMMITTEE

Report of the Working Group on

ROTATION

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REPORT OF THE WORKING GROUP ON ROTATION

I. PROBLEM

To recommend to the Career Service Committee a policy regarding intra-Office rotation, inter-Office rotation and extra-CIA rotation; to recommend policies and procedures regarding rotation between overt and covert offices and between domestic and overseas duty; to recommend the degree to which the several types of rotation should be centralized or de-centralized within CIA; to recommend procedures by which the several types of rotation should be administered, scheduled and controlled in order to advance the development of the individual and contribute the greatest benefit to CIA and to its component offices.

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## II. DEFINITIONS

### 1. Rotation

The process of systematic designation and redesignation of an individual to various kinds of duty and training for the purpose of improving his capacity to serve the Agency.

### 2. Transfer

The process of removing an individual from the rolls of one office and his concurrent addition to the rolls of another Office. This process is independent of the process of rotation though it may be a consequence thereof.

### 3. Exchange

The process of rotating an individual by placing him temporarily under the operational control of another office in return for another individual similarly attached.

### 4. Loan

The process of rotating an individual by placing him temporarily under the operational control of another office without reciprocity, or of attaching him temporarily to an activity not a part of CIA.

### 5. Sponsoring Office

The administrative unit of CIA on whose rolls the rotatess is carried and under whose administrative control the rotatess remains irrespective of where attached.

### 6. Receiving Office

The administrative unit to which the rotatess is attached and under whose operational control the rotatess remains until he is returned to the Sponsoring Office.

### III. OBJECTIVES OF ROTATION

#### 1. For the Agency

- (a) A more effective and more economical utilization of the Agency's manpower.
- (b) A method of improving the selection and broadening the experience of individuals to serve in key positions.
- (c) The cultivation of an esprit de corps based primarily on the reward for merit principle.

#### 2. For the Individual

- (a) Assisting him to do his present job more effectively by:
  - (1) Increasing his knowledge in his field.
  - (2) Providing him with new skills, techniques and methods of performance.
  - (3) Improving his ability to plan his work and to direct and supervise others in it.
  - (4) Increasing his understanding of the necessary relationships of his job to those of collateral and higher echelons of the Agency.
- (b) Preparing him to undertake jobs of increasingly greater responsibility commensurate with his growth potential by:
  - (1) Broadening his understanding of the objectives of the Agency and its mission.
  - (2) Intensifying the development of his planning, managerial and supervisory skills.
  - (c) Providing him more opportunity to find the field in which he does best.
  - (d) Removing him from a "rut".

#### IV. STATEMENT OF PRINCIPLES GOVERNING ROTATION

##### 1. Personnel Covered

In general, any individual who has been in the employ of the Agency for a period of not less than two years is eligible for rotation.

##### 2 Positions Covered

Any position within the control of the Agency to which the assignment of personnel will serve the objectives of rotation is regarded as covered by these principles. These include executive, operational, intelligence, administrative and training positions, either in the field or at headquarters, within the Agency or with other public or private agencies or institutions.

##### 3. Job Groups Covered

The classes of individuals covered are inclusive rather than exclusive. The professional or technical activity of a given class of individuals may, by its nature, limit the job type groups to which members of such a class will rotate.

##### 4. Normal Duration of Tour of Duty

Each individual rotation period may vary but will not be less than six months, and will probably average between 18 and 24 months. Thus a training assignment at the National War College will run some 10 months while an assignment to a field position overseas may well run 24 - 30 months.

##### 5. Degree of Compulsion to Rotate

As a matter of principle, acceptance of a rotation assignment is compulsory only for members of the Development Program. Any individual or sponsoring office, or receiving office, may, however, show cause why a rotation assignment shall be carried out. The ruling of the reviewing authority (the CIA Career Service Board) in such cases shall be final.

##### 6. Administrative Control

The rotatee will remain on the rolls of the sponsoring office and under its administrative control for promotion and transfer purpose.

7. Operational Control

The rotatee will be under the operational control of the receiving office for the duration of his tour of duty with that office, during which period evaluation reports will be prepared by the receiving office.

8. Effect of Grade Differential between Jobs from and to Which an Individual is Rotated

Assignments given to individuals being rotated shall be generally commensurate with their abilities keeping in mind the purpose of making the specific assignment. "Open" slots will be allocated to offices to maintain flexibility in negotiating rotation.

9. Changes in Grade

Promotions and other changes in grade shall remain under the control of the sponsoring office. The eligibility of the individual for promotion shall not be prejudiced or overlooked by reason of his status as a rotatee.

10. Duration of Rotational Pattern

It is premature at this time to formulate a policy covering the duration in years during which period the individual is subject to rotation policies, or to attempt to prescribe an arbitrary age limit after which rotation policies will not be applied.

11. Settlement of Disputes

Divergence of views between offices or between an individual and his /Office/ Career Service Board which cannot be satisfactorily resolved between the parties shall be referred in the first instance to the Secretariat which will review the case and forward its recommendation to the concerned /Office/ Career Service Board (s). In the event the recommendation of the Secretariat is not accepted, the case shall be referred to the CIA Career Service Board for final disposition.

12. Policy Governing Rotation within an Office

Intra-Office rotation policy shall be set by the /Office/ Career Service Board within the frame-work of policies prescribed by the CIA Career Service Board.

13. Policy Governing Rotation between Offices

Within the framework of policies prescribed by the CIA Career Service Board inter-office rotation will be based largely on a series of bi-lateral agreements between offices which agreements will set forth in each case the person being rotated, the expected duration of his assignment and any other pertinent facts.

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V. OUTLINE PROCEDURE

1. CIA Career Service Board

(a) Composition

Deputy Director of Central Intelligence, Chairman

Deputy Director/Plans

Deputy Director/Intelligence

Deputy Director/Administration

Assistant Director (Personnel) in his capacity as head of the Secretariat and the Director of Training in his capacity as deputy head of the Secretariat will be non-voting members of this Board.

(b) Functions

(1) Oversee the CIA Rotation Program.

(2) Arbitrate Office Board impasses.

(3) Endorse or reject Office Board rotation recommendations.

(4) Quarterly make final, binding decision on rotation appointments.

(5) Levy requirements on Office Board for rotatees to prepare them to fill key Agency positions.

2. Office Career Service Board

(a) Composition

Assistant Director (or Staff Chief), or his Deputy, and at least two members of his Office designated by him.

(b) Functions

(1) Sponsor, develop, and execute an intra-office rotation system and report on it periodically to the CIA Board via the Secretariat.

(2) Sponsor, develop, and execute an extra-office rotation system.

(3) Submit rotation recommendations for extra-office appointment to the Secretariat in accord with Annex "A".

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- (4) Review circular announcement of recommendations and negotiate with other Office Boards to effect agreement on rotation appointments.
- (5) Interview if necessary prospective rotatees.
- (6) Report concurrence or rejection to the Secretariat.
- (7) Execute the decisions of the CIA Board.
- (8) Submit semi-annual evaluation report on each rotation appointee from another Board; recommend promotion, cancellation or continuance of appointment.
- (9) Ensure that the rotatess is not overlooked for warranted promotion.
- (10) Ensure that work of rotatees received is productive and commensurate with the purpose of the appointment.

3. Secretariat of the CIA Career Service Board

(a) Composition

As appropriate to its task. The Assistant Director (Personnel) will be head of the Secretariat. The deputy head will be the Director of Training.

(b) Functions

(1) Perform all administrative functions for the CIA Career Service Board. These include:

- a. The maintenance of master files on a current basis of all rotation nominations and appointments.
- b. The allocation of rotation appointment slots to Office Boards.
- c. The submission of unresolved inter-office Board problems to the CIA Board for decision.

(2) Rotation Recommendations

- a. Assist Office Boards in formulating rotation recommendations.

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- b. Verify qualifications submitted with each recommendation.
- c. Issue circular announcement to Office Boards listing approved rotation nominations. (The list will contain full data on the individual plus the rotation appointment recommendation of the sponsoring Board.)
- d. Transmit recommendations to CIA Board for approval, and prepare agenda for its meetings.

(c) Rotation by Exchange

- (1) The exchange procedure authorizes Office Boards to recommend the "swapping" of rotation approved candidates. This will be used when the two positions in question are of corresponding responsibility. Respective grades of the position or incumbents need not be exactly the same.
- (2) The sponsoring Office Board will pay the rotatee from home office funds at his home office grade.
- (3) The receiving Office Board will outline to the rotatee the responsibilities of the new position.
- (4) Exchange appointments will last for a minimum period of six months.
- (5) Rotatees will be under the operational control supervision of the receiving Office Board.

(d) Rotation by Loan

- (1) The Loan procedure authorizes Office Boards to recommend the temporary assignment of rotation approved candidates to another Office or to outside activities for the purpose of broadening an individual's knowledge of his field.
- (2) The sponsoring Office Board will pay the appointee from home office funds at his home office grade. Rotation slots, allocated by quota outlined in Annex "A", will be available to each Office Board. These slots will be allotted by the CIA Board and will be "open" positions to accommodate any grade.

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(3) The receiving Office Board will outline to the appointee the responsibilities of his new assignment. The appointee is "on loan" to the receiving Office and will therefore not tie up authorized T/O positions. He will be assigned to a logical unit in the receiving Office's organizational structure.

(4) Loan appointments will last for a minimum period of six months.

(5) Appointees will be under the operational control of the receiving Office Board.

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## REPORT OF THE WORKING GROUP ON ROTATION

### Annex A

1. Rotation Loan Slots, "open" with respect to grade and over and above the normal T/O of the Offices, are allotted by the CIA Career Service Board to the Offices as indicated. Only personnel whose "loan" rotation assignment has been approved by the CIA Career Service Board will be slotted against these positions. These positions will only be used to effect rotation assignments when "exchange" rotation is not practical.

2. The allotments of Rotation Slots are as follows:

Unit	Total
Office of the DCI	1
Office of the DDCI	1
Training	1
Office of the DD/P	17
DD/P	1
AD/OPC	6
AD/OSO	4
AD/COMIO	3
TSS	1
OO	2
Office of the DD/I	16
DD/I	1
OCD	2
ONE	3
OCI	3
ORR	4
OSI	3
Office of the DD/A	5
DD/A	1
Personnel	1
Procurement	1
Finance	1
I&S	1
Held in reserve by the CIA Career Service Board	10
TOTAL	60

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